

**Minutes of the Board of Regents
of the Uniformed Services University of the Health Sciences**

**Meeting No. 158
February 5, 2007**

The Board of Regents of the Uniformed Services University of the Health Sciences met on February 5, 2007, at the Uniformed Services University of the Health Sciences, 4301 Jones Bridge Road, Bethesda, Maryland. The meeting date and agenda were published in the Federal Register and each Regent was duly notified prior to the meeting. The Chair called the meeting to order at 8:00 a.m. The following members and advisors were in attendance:

Board Members

Everett Alvarez, Jr., J.D., Chair
Linda J. Stierle, M.S.N., R.N., CNAA, Vice Chair
Otis W. Brawley, M.D., Member
Colleen Conway-Welch, Ph.D., Member
Sharon A. Falkenheimer, M.D., M.P.H., Member
Vinicio E. Madrigal, M.D., Member
Lawrence C. Mohr, M.D., Member
Charles L. Rice, M.D., President, USU
COL Gary N. Matteson, MC, USA, representing the Assistant Secretary of Defense, Health Affairs
CAPT David Rutstein, representing the Acting Surgeon General of the United States
MG George W. Weightman, MC, USA, representing the Surgeon General, U.S. Army
CAPT Roberto Quinones, MSC, USN, representing the Surgeon General, U.S. Navy
Maj Gen Melissa Rank, USAF, MC, representing the Surgeon General, U.S. Air Force

Advisors to the Board

GEN Thomas R. Morgan, USMC (Ret), Military Advisor to the Board
Larry W. Laughlin, M.D., Ph.D., Dean, F. Edward Hébert School of Medicine, USU
William T. Bester, M.S.N., R.N., CNAA, Acting Dean, Graduate School of Nursing, USU
Brig Gen Gar S. Graham, USAF, DC, Commander, 79th Medical Wing
COL Virgil T. Deal, MC, USA, Commander, Walter Reed Army Health Care Systems
CDR Martha K. Girz, MC, USN, representing the Commander, National Naval Medical Center
COL Patricia K. Lillis-Hearne, MC, USA, Director, Armed Forces Radiobiology Research Institute
John E. Baker, J.D., General Counsel, USU

SWEARING-IN CEREMONY

Mr. Alvarez introduced and welcomed C. Thomas Yarrington, Jr., M.D., to the Board of Regents. Dr. Yarrington was nominated by President Bush on June 6, 2006, and confirmed by the U.S. Senate on August 3, 2006. After being sworn in, Dr. Yarrington signed his Appointment Affidavit.

MATTERS OF GENERAL CONSENT

Ms. Carol Scheman, Acting Executive Secretary, reported for the record two actions taken by the Board since the November 2006 meeting:

- An Exceptional Service Award to Ms. Susan Bruff was electronically approved.
- The reinstatement of three Board of Regents awards recognizing student excellence was also approved electronically—one for medical students, one for graduate students in the biomedical sciences, and one for graduate nursing students. These awards will be presented annually at commencement to one student from each of the University programs previously named.

Mr. Alvarez directed attention to the previous meetings' minutes. Following a brief discussion, the Board,

Upon motion duly made and seconded,

Voted by voice vote: To approve the minutes of the November 12, 2006, meeting of the Committee of the Whole, and the minutes of the November 13, 2006, Board of Regents Meeting.

PRESIDENT'S REPORT

Dr. Rice reported that the recruiting process for the position of Dean, Graduate School of Nursing is under way. Dr. Eleanor Metcalf, Associate Dean, Graduate Education, is chairing the search committee. Dr. Conway-Welch, also a search committee member, said the established salary cap on the position will make the search a challenge. She has encouraged the committee to consider applicants with Doctor of Nursing Practice degrees as viable candidates. Dr. Rice reminded everyone that the construction of Building E provides a positive influence.

The President's Report also included the following items:

- Following the reassignment of USU's Brigade Commander to the Bureau of Medicine and Surgery, U.S. Navy, a committee has been named to begin the search for a new commander. The committee, chaired by Dean Bester, is seeking nominations from the three military services.
- Security concerns and needed upgrades in the University's information technology infrastructure were summarized. USU has underinvested in this important area and is exploring ways to address the issue. A first critical step was the appointment of LTC Tim Rapp as the University's Chief Information Officer. Also, an Information Systems Advisory Committee will insure input from USU faculty and staff.
- In response to a Fall 2006 Board request, a standard process has been established regarding "out of cycle" masters candidates' participation in commencement exercises. Beginning this year, graduate nursing students in the Nurse Anesthesia Program will graduate off campus following completion of their program requirements. In the School of Medicine, students in the program of study leading to the Master of Public Health degree will continue to participate in USU's commencement exercises but their anticipated graduation dates will be announced in the commencement program. Dr. Denton added that the faculty feels strongly about such issues and is in agreement with the new proposal. Dr. Mohr suggested that off cycle graduates be presented as "candidates for the degree to be received upon the fulfillment of all program requirements." There was agreement that such a script change be made.

- A brief review of USU's transfer from the Department of the Navy to the TRICARE Management Activity. Dr. Rice said the impact on the University will be minimal.
- Two Town Hall Meetings were held at the University last quarter. The first focused on issues related to Department integration mandated by Base Realignment and Closure; the second emphasized current information technology concerns at USU and ongoing initiatives to address these concerns.

BOARD ACTIONS

Degree Granting – Graduate Education

Dr. Metcalf presented for certification three candidates to receive graduate degrees. Two were presented to receive the Doctor of Philosophy and one to receive the Master of Science. .

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the degrees as presented by Dr. Metcalf and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the action.

Faculty Appointments and Promotions

Dr. Laughlin presented the recommendations made by the School of Medicine Committee of Appointments, Promotion and Tenure at a meeting on December 13, 2006. Eleven individuals were recommended for faculty appointments, promotions or tenure.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendations of the Committee as presented by Dr. Laughlin and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the action.

Mr. Bester presented the recommendation of the Graduate School of Nursing Committee of Appointments, Promotion and Tenure at a meeting on November 30, 2006. The committee recommended the appointment of Dr. Patrick DeLeon to the rank of adjunct professor.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendation of the Committee as presented by Mr. Bester and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the action.

Award Nomination

Dr. Laughlin presented a recommendation from the Committee for Names and Honors nominating Dr. Robert Goldstein for the University Medal. Dr. Goldstein will step down mid-year as Chair, Department of Medicine.

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the appointment as presented by Dr. Laughlin.

REPORT FROM THE FACULTY

CDR Denton summarized the USU Faculty Senate Comparability and Welfare Report for 2006-2007, which was completed on January 16, 2007:

- Pay at the Ph.D. assistant professor level in the basic sciences is comparable to other medical schools in the national capital area. Ph.D. associate and full professors at the University, however, earn eight percent less than area counterparts.
- USU M.D. faculty in the clinical sciences earn 60 percent less than area counterparts.
- Nationally, assistant and associate professors in graduate schools of nursing earn four percent more than assistant and associate professors do at USU.

Ensuing discussion focused on other compensation limits such as the cap on total pay, the inability to supplement earnings through honoraria and other professional activities, and the lack of tuition benefits for dependants common at other universities. All of these factors make it difficult for USU to recruit and retain exceptional faculty. Dr. Rice said Dr. David Chu, Under Secretary of Defense for Personnel and Readiness, is aware of, and sympathetic to, these circumstances.

CDR Denton presented the Faculty Senate's nomination for the 2007 Carol J. Johns, M.D. Medal. Neil E. Grunberg, Ph.D., is this year's nominee. Dr. Grunberg is a professor in the Department of Medical and Clinical Psychology.

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the nomination as presented by CDR Denton

PRESENTATION: JOINT/UNIFIED MEDICAL GOVERNANCE INITIATIVE

COL Thom Kurlmel, Chief of Staff, Office of the Assistant Secretary of Defense for Health Affairs, presented an overview of current plans to develop several multi-service functions within the Military Health System in the next few years. Points included:

- A review of the underlying concept which focuses on achievable steps while preserving the uniqueness of each medical component
- A description of planned joint command oversight in such areas as
 - Large multi-service medical markets (like the National Capital Area)
 - Education and training
 - Medical research and development
- A summary of plans at the Military Health System corporate level, which includes establishing all Service medical headquarters at one location and consolidating common support activities.

REPORTS FROM THE OFFICE OF THE PRESIDENT

Dean's Report, School of Medicine

Dr. Laughlin reported that a site visit from the Accreditation Council for Graduate Medical Education in January 2007 focused on the effects faculty deployment and Base Realignment and Closure have on the University's medical residency programs. Dr. Laughlin complimented COL Deal on his presentation outlining the benefits those deployed bring to the program. The Liaison Committee on Medical Education will visit October 14-17, 2007, in

preparation for the University's re-accreditation as a school of medicine. Dr. Laughlin said USU's institutional self study is on schedule.

Other items in the Dean's Report included:

- The results of the 2006 Joint Service GME Selection Board -- 77 percent of the Class of 2007 matched for first choice both in specialty and training site.
- New student applications are currently 12 percent higher than last year at this time, and applications from underrepresented minorities are up 15 percent. Dr. Laughlin complimented the recruiting efforts of CAPT Macri and CDR Calloway.
- Dr. Alison O'Brien, Chair, Department of Microbiology and Immunology, has recently been selected as President Elect of the American Society for Microbiology
- Chair searches are underway in the Department of Biochemistry, the Department of Pharmacology, and the Department of Medicine.

Dean's Report, Graduate School of Nursing

Mr. Bester reported that approximately 62 graduate nurses will matriculate in June and that the Nurse Anesthesia Program will be the largest with over 30 admissions. He said that although the Graduate School of Nursing has grown steadily since 2003, faculty increases have not and that this situation is challenging. Currently there are three ongoing faculty searchers as well as the Dean Search. Mr. Bester's report also included the following items:

- The annual self evaluation of the Ph.D. in Nursing Science Program, as requested by the Board at the program's inception. The evaluation uses criteria that are consistent with the American Association of Colleges of Nursing quality indicators for doctoral programs.
- The Graduate School of Nursing Student Handbook is being fully revised and is expected to be completed by May 2007.
- The Federal Nursing Service Chiefs have been consistently supportive and steps are being taken in both the U.S. Navy and the U.S. Air Force to commit military faculty with doctorates to Graduate School of Nursing programs. Ideally, USU will have such faculty from each of the four uniformed services.

In closing, Mr. Bester summarized the accreditation history of the Graduate School of Nursing. At its inception, the school was accredited by both the National League for Nursing Accrediting Commission and the American Association of Colleges of Nursing Commission on Collegiate Nursing Education. Nursing schools in general are accredited by only one agency, and Mr. Bester requests Board support for a future decision to drop one accreditation.

USU Brigade

LTC Maurer directed attention to a list of significant events as well as a breakdown of brigade personnel at USU by both rank and service. Ongoing and upcoming events include a bimonthly "Officer Call," a School of Medicine Dining-In, and preparations for the annual Kerkesner and Bushmaster field exercises.

Office of External Affairs

Ms. Scheman summarized current efforts and emphases in the Office of External Affairs. Her presentation included the following points:

- Seven previously unrelated offices have been reorganized into six “functions” within External Affairs. Employees from separate functions work as a team on major events, projects and meetings.
- Major initiatives include developing and implementing a communications plan for USU; improving outsiders’ knowledge of the University, both within and outside the government; and updating written and electronic materials including a University “brand,” a newsletter, and an annual report.
- The office is also working on enhanced support functions for the Board of Regents, community affairs, and protocol.
- Summaries of print articles, documentaries or recent awards involving the University, its faculty or staff.

Finance and Administration

Mr. Rice reported that USU is operating under a Continuing Resolution and that Congress has indicated this situation may well continue for the remainder of FY 2007. Although challenging, especially from an administrative and management perspective, the University can meet its core requirements under this arrangement. Other items in Mr. Rice’s report included:

- A summary of the Defense Information Systems Agency review of USU’s information systems, especially our security controls. Immediate action was needed and was taken by the University’s information technology staff and currently 93 percent of the required corrections have been made.
- Benefits from the transfer of USU to the TRICARE Management Activity, which include the potential for efficiencies in administrative services as well as an emphasis on the University as a joint Service institution.
- A review of the need to replace USU’s financial system and the options currently under consideration.

Budget

Mr. Tinling’s brief focused on the administrative challenges incurred by incremental funding. Essentially the same work is repeated again and again as contracts and budget targets can only be funded through the period covered by each Continuing Resolution. He also reported that funding was not received for any of the 19 Program Objective Memorandum issues submitted by the University for funding over the next six years. Stable funding for the Graduate School of Nursing remains USU’s number one issue.

Graduate Medical Education

Dr. Fauver reported that a number of residency programs have received only an abbreviated two year accreditation since the Base Realignment and Closure mandates. He said no doubt faculty deployments are a primary issue in some instances. General Weightman remarked that accrediting agencies may well be apprehensive due to the impending integration of programs in the National Capital Area. These programs are therefore in a state of flux and deserve to be reviewed every few years rather than every five years. Dr. Rice agreed.

BOARD COMMITTEE REPORTS

Administrative Oversight

Mr. Alvarez summarized workgroup discussion from a meeting on February 4, 2007, regarding revisions to the current bylaws. Mr. Baker and Ms. Scheman will review suggested changes in light of DoD Instruction 5105.45 and hopefully correspond with Regents electronically prior to the Spring Meeting. Suggestions for other topics to be addressed in the bylaws include the Board's committee structure, the process for approving Board awards, and a specific focus on academic affairs.

Ms. Stierle expressed her appreciation to the entire Board for assistance received following the October Offsite and the agreed-upon Action Plan. She also restated for the record the Board's action re-establishing three student awards to be presented at commencement: one honoring a medical student, one a graduate student in the biomedical sciences, and one a graduate nursing student. Additionally, the unrecognized nominee from the School of Medicine Medical Student Class of 2006 and the nominee from the 2006 School of Medicine Graduate Education Programs will each be provided a Board of Regents Award.

Annual Report

Dr. Falkenheimer reported that the 2007 Annual Report to the Secretary of Defense will be a short letter emphasizing issues of concern such as base funding for the Graduate School of Nursing, the detrimental effects of the University's statutory cap on faculty pay, and the importance of post-baccalaureate programs as an incentive to recruit under-represented minority students to USU. She intends that the letter be ready for signatures in May.

CLOSING REMARKS AND ADJOURNMENT

Mr. Alvarez summarized the results of an informal poll taken in January which indicated most Regents prefer to meet during the work week. Therefore, whenever possible, Board of Regents committee meetings will begin on Monday afternoon and the meeting of record will begin on Tuesday morning.


There being no further business, Mr. Alvarez adjourned the meeting at 12:00 p.m.

SUBMITTED:



Carol R. Scheman
Acting Executive Secretary, Board of Regents

APPROVED:


Everett Alvarez, Jr.
Chair, Board of Regents

Prepared by Janet S. Taylor